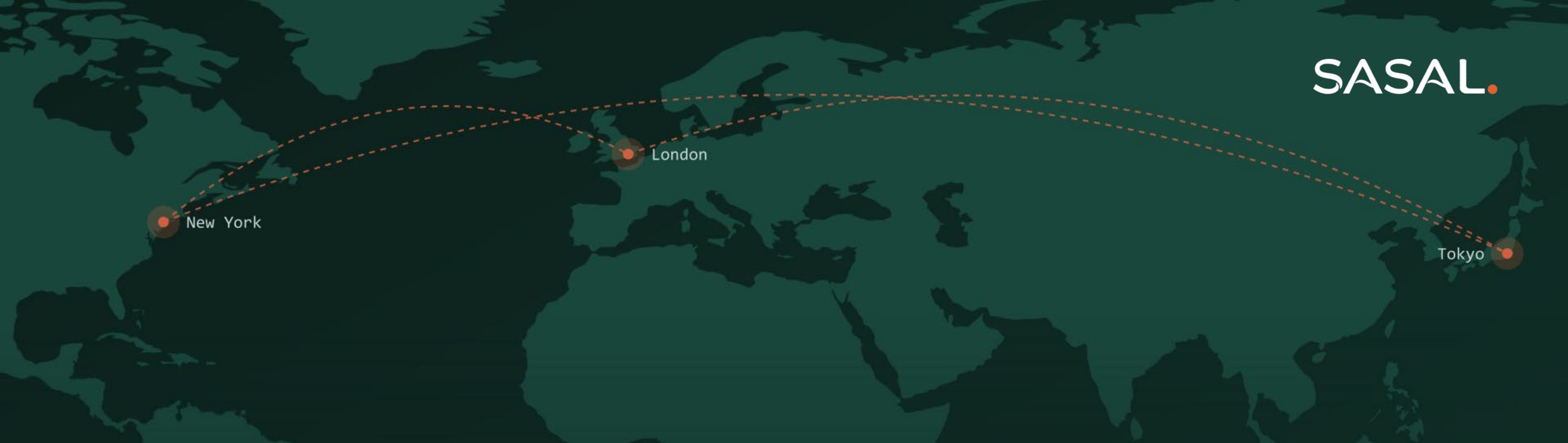


SASAL

SASAL Service Introduction

Turn Overseas Expansion into Growth

From strategy to execution, SASAL partners with you end to end to grow your enterprise value.

SASAL, INC | New York · London · Tokyo

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Challenges of Overseas Expansion

Four challenges companies commonly face when considering overseas expansion.



Unsure which market to enter

Even within one country or region, business practices vary widely from city to city.



Limited local insight

Your team lacks the market, competitor and business-practice insight needed to decide.



No trusted local experts

Each area, such as incorporation or compliance, needs its own firm to find and manage.



Too much to handle in-house

You must manage every workstream yourself while also coordinating outside partners.

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How SASAL Solves Them

SASAL addresses each challenge directly.

Challenge	SASAL's solution
Unsure which market to enter	**We decide on the target market together** SASAL leads initial strategy such as market selection
Limited local insight	**We research local conditions and report back** SASAL conducts market research and field research
No trusted local experts	**We connect you with trusted specialist firms** SASAL also supports follow-up talks and terms
Too much to handle in-house	**A dedicated lead stays with you throughout** Monthly status reviews and clear next actions

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Steps of Overseas Expansion

SASAL is involved end to end, starting from initial strategy.

1 Strategy

Market selection, entry roadmap, required capabilities

2 PoC

Test hypotheses through field research and interviews

3 Launch

Incorporation, regulatory compliance, local team setup

4 Operations

Local operations and growth, monthly plan reviews

SASAL stays involved end to end, from the first step to the last



End-to-end involvement lets you expand overseas with confidence

SASAL stays involved in every step, from strategy through operations. You never have to look for a new advisor at each stage, and you move forward with a lead who understands your situation.

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Services and Pricing

Built around the retainer, with project support and expert connections added as needed.

01 Retainer

Fee USD 3,000 / month

- SASAL leads initial strategy such as market selection
- Monthly strategy support and reports

Contract with SASAL

02 Project Support

Fee Custom quote

- SASAL conducts market research and more
- Requires a retainer agreement

Contract with SASAL

03 Expert Connections

Fee Per project

- Specialist firms handle highly specialized areas
- SASAL supports the deal after the introduction

Contract with Expert (direct)

* Platform registration is free. Fees and terms are finalized through discussion based on your needs.

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Retainer

For USD 3,000 a month, we provide ongoing strategic support for your overseas expansion.

Monthly

USD 3,000

Contract

Start or end on a monthly basis

Team

One dedicated lead throughout

Regular meeting

Once a month

* In the first two months or so, we may meet more often to build mutual understanding.



Initial strategy

Market selection and entry roadmap design



Monthly strategy support

A monthly meeting for consultation and plan review



Monthly report

Covers actions taken, key metrics and next actions



Expert coordination

Selects the experts and partners you need

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Why a Retainer Is Required

Project support requires a retainer so that we can keep tailoring our support to each client's situation.



Reason 1

To keep support tailored to your situation

Through the retainer, we keep track of your situation and provide the support that fits each stage.



Reason 2

To define outputs clearly and avoid wasted spend

We align on deliverables before you order and narrow the scope to what is needed, which avoids unnecessary spend.



Reason 3

To build on results and raise your odds of success

Research does not end as a one-off. We feed it into your direction and execution through monthly support.

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Project Support

Each project is quoted separately, and outputs are aligned before you place an order.

Market research

Target market analysis

Field research

On-site visits and interviews

Strategy & planning

Initial strategy, new ventures

Hands-on support

Arranging local trips and more

How it works

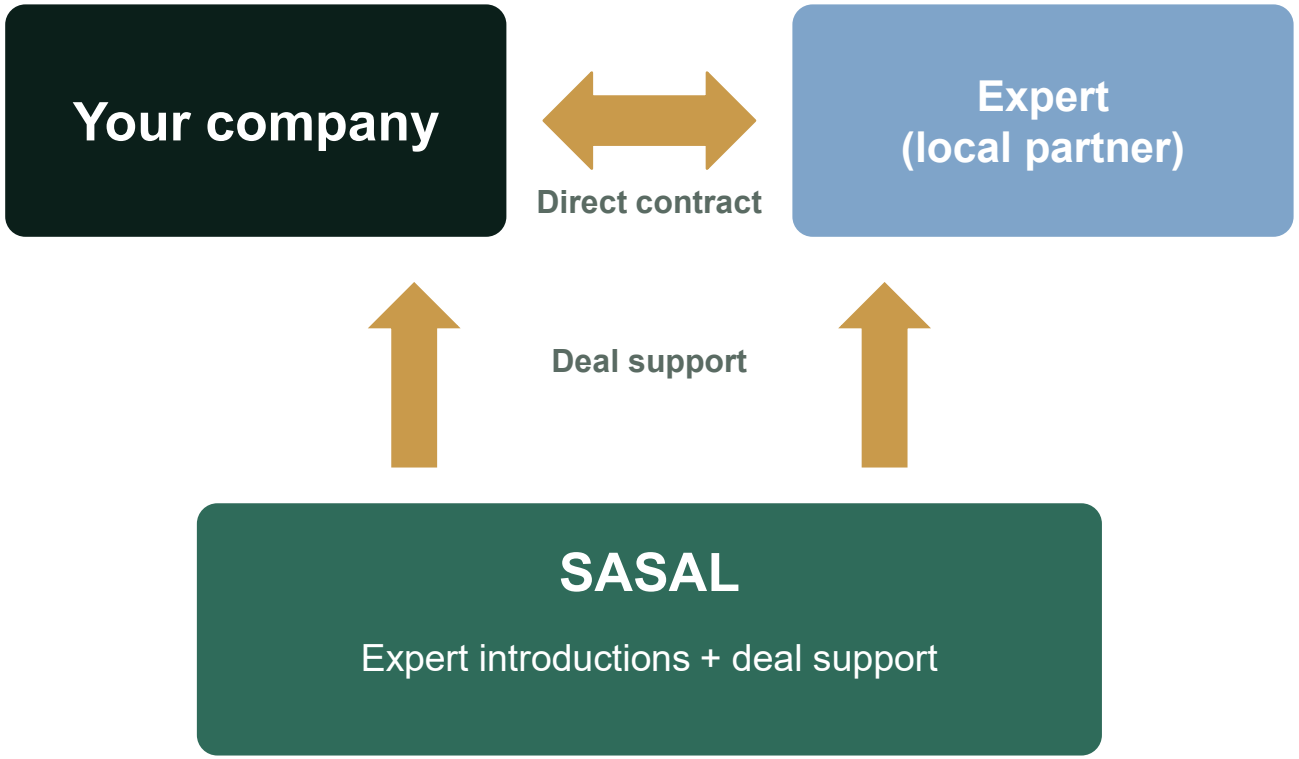
1. **Define the scope**
   Confirm the work required
2. **Align on outputs**
   Agree on deliverables before ordering
3. **Quote, order, deliver**
   Delivered to the agreed scope

For more specialized areas, we connect you with specialist firms through the platform (next page)

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Expert Connections

For highly specialized areas, we connect you with specialist firms and SASAL supports the deal.



Introducing specialist firms

We select specialist firms that fit your project from the SASAL platform network.

SASAL supports the deal

SASAL stays involved after the introduction, from first contact to settling terms, covering business practices and culture.

The contract is your decision

After the introduction, you decide whether to sign. If it is not a fit, we propose other candidates.

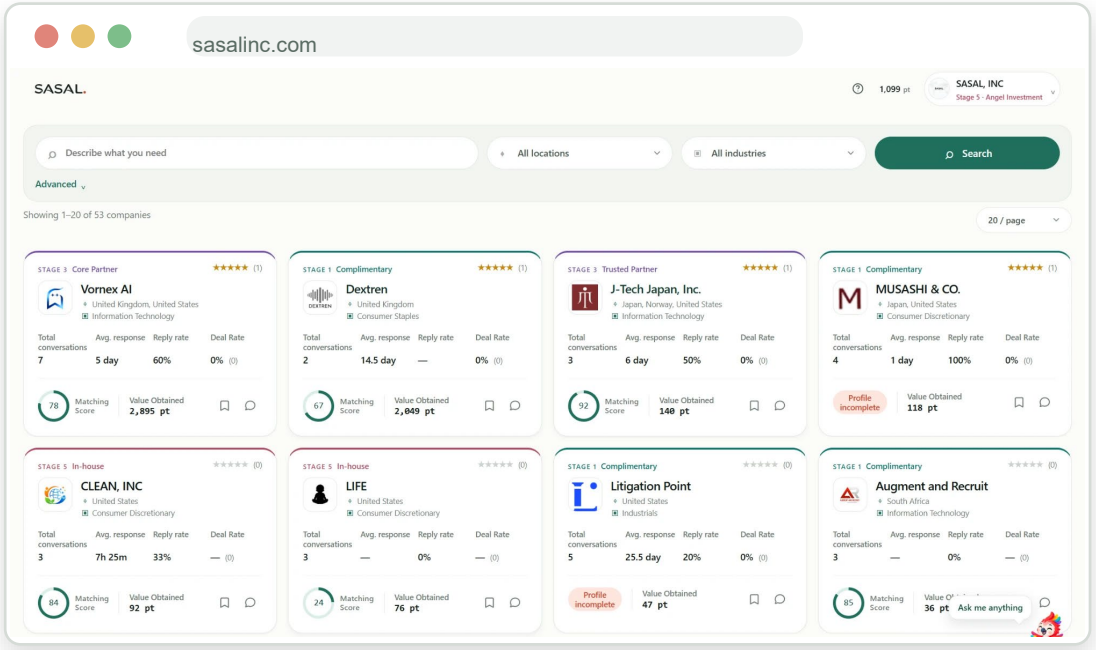
* SASAL may receive a referral fee from partner firms. If so, it is stated on the partner firm's invoice.

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SASAL Platform

Where companies interested in overseas expansion meet. Free to join, no contract, pay-as-you-go points.



Actual screen: list of registered companies

Search by specialty

Filter by region and field (incorporation, legal, etc.)

Contact directly from the list

Browse registered companies and send a message

Messaging and events

Messaging, translation and monthly conferences

Stages for member companies

Six stages in total, based on level of engagement

How to use

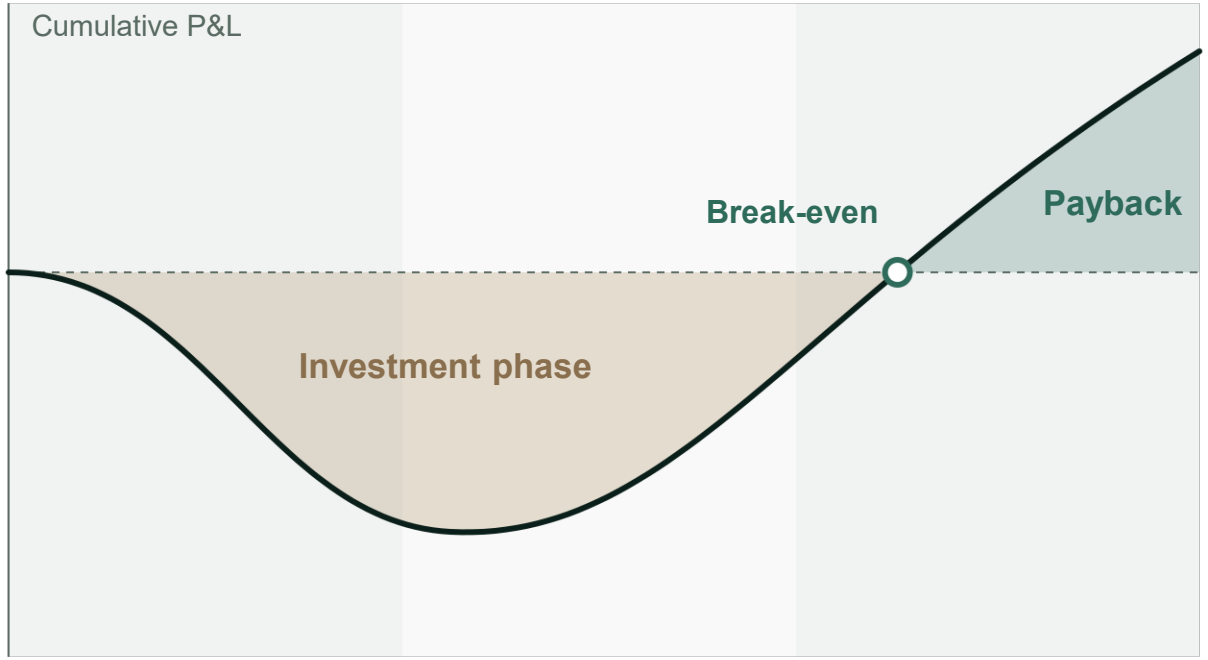
1. **Register (free)**
2. **Browse companies**
3. **Send a message**
4. **Contract directly**

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Annual Budget Guide

Overseas expansion is an upfront investment. Here is a rough yearly budget and the path to payback (J-curve).



Year 1 Strategy & PoC **~USD 86,000**



Year 2 Launch **~USD 106,000**



Year 3+ Operations **~USD 96,000**



Retainer Project support Expert support

* Figures are estimates in USD. The J-curve is a general illustration, and payback timing varies by business. The mapping of years to steps is also approximate.

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Decision Criteria and Exit Conditions

Moving forward with clear go/stop criteria keeps the risk of upfront investment in check.



1 Before PoC

Examples

- Target markets and priorities are set
- Investment cap and timeline are set

2 Before launch

Examples

- Demand validated through the PoC
- A local partner is in sight

3 Before scaling

Examples

- Results checked against the plan
- Local operating structure is in place

Exit conditions

Exit conditions are not set uniformly in advance.
As retainer support progresses, we define them together to fit your situation and goals.

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Comparison with Other Firms

Thanks to the platform, we cover strategy through execution end to end at a retainer price.

	New York firm Europe & ASEAN Market Entry	London firm ASEAN & USA Market Entry	Tokyo firm ASEAN Market Entry	SASAL
Monthly retainer (typical)	USD 5,000–15,000 / month	Approx. USD 4,600–13,000 / month	Approx. USD 600–3,100 / month	**USD 3,000 / month**
Annual retainer (12 months)	USD 60,000–180,000	Approx. USD 55,000–156,000	Approx. USD 7,200–37,000	**USD 36,000**
End-to-end coverage	**Partial** Strategy-led. Local execution needs other firms.	**Partial** Strategy-led. Local execution needs other firms.	**Partial** Strategy and research focus. Execution needs another firm.	**Full** **The platform links strategy through to execution by specialist firms.**
Regions covered	Europe, ASEAN	ASEAN, United States	ASEAN	**New York, London and Tokyo offices**

* Other firms: general guide based on public pricing guides and comparison articles (as of November 2026); individual firms vary. Converted at about JPY 159 and GBP 0.76 per USD. Annual figures are the monthly retainer x 12.

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Client Work

We have provided research, strategy and execution support, mainly to large enterprises.

CASIO

Initial market research and field research for US sales of electronic dictionaries

Asahi

US market research and initial strategy for beverage sales

woven by TOYOTA

New business planning and operational support in Japan for EV batteries (partly covering the US)

Mitsubishi Research Institute

Support for country-by-country research on the satellite communications industry

MITSUBISHI ELECTRIC

Execution support and business trip arrangements for new business development in Europe

Research through execution support, mainly in North America and Europe

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Company Overview

SASAL, INC: based in New York, with operations in London and Tokyo.



Yurino Sakamoto

CEO, SASAL, INC

Business

Cross-Border Business Infrastructure

Address

136 Madison Avenue, New York, NY 10016

Founded

October 2022

Capital

USD 100,000

Group company

SASAL KK (Japan)

History

October 2022

Founded in Japan as a strategy consulting firm

July 2023

Incorporated in New York

April 2026

Entered the London market to expand into Europe

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Next Steps

Start with an Initial Meeting

1

Initial meeting

Review your overseas expansion plans and current status

2

Scope and terms

Discuss the retainer scope and any project support needed

3

Support begins

Start with initial strategy such as market selection

representative@sasalinc.com